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OS 0191-72

6 June 1972

MEMORANDUM FOR: Director of Training**SUBJECT : Formal Preparation of Field Commanders**

1. You may be interested in some findings relative to the training courses taken by COS, DCOS and COB designees prior to their having taken the COS Seminar.

2. In calendar 1970 and 1971 and in 1972 through June, a total of 123 officers, not counting tutorials, had been through the COS Seminar. Their training records varied widely, from almost none to a great deal. I chose to disregard specialized courses and look only at the AOC (or Ops II), the AIS and Mid-Career Courses and found that these had been attended by 12, 5 and 24 respectively. By years they work out as follows:

	<u>AOC (or equiv.)</u>	<u>AIS</u>	<u>Mid-Career</u>
1970	2	2	8
1971	6	2	10
1972	4	1	6

3. Despite the fact the records may not be complete for training taken in 1972, it seems clear that there is little relation between training and selection for command. This is even more apparent in looking at the individual training records where there is an astonishing number of officers who have had no operational training since the early or mid fifties. In too many cases, there are officers going to command positions who have as basic training nothing beyond Operations Familiarization.

4. While the above figures may be useful to you for certain purposes, it might be desirable to establish some kind of equivalency recognition for

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specialized courses such as International Communism, Anti-Communist Operations, Audio-Surveillance Management, CA Ops, CI Ops, SB Ops before drawing firm conclusions.

5. An inference I draw - and this relates to some degree to the enrollment peaks and valleys in the Ops School specialized courses - is that we are essentially spinning our wheels in OTR until the impetus for course initiation or change emanates not from within OTR as at present, but from the main customer, the Clandestine Service.


Chief, Operations School/TR

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